

**Quarterly**  
**Report**  
**July through**  
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# **CHAPTER I: SUMMARY OF PROJECT OBJECTIVES AND RESULTS**

This report describes the progress made during the third quarter of Calendar Year 2000 in establishing a sustainable, licit agricultural economy in the Cochabamba tropics through training, technical assistance, marketing support, investment promotion and the development of a results-oriented information system.

The report format focuses on the achievement of results set forth in the performance-based contract between USAID and Development Alternatives, Inc.

## **A. PROJECT OBJECTIVES**

The Counter-Narcotics Consolidation of Alternative Development Efforts in Bolivia (CONCADE) is a four-year project based in the Department of Cochabamba, Bolivia. The contract naming Development Alternatives, Inc. (DAI) as the principal contractor for this project was signed in La Paz, Bolivia, on May 27, 1999 with an effective start date of June 1, 1999. The project began with the arrival of the expatriate advisors on June 19, 1999 and is scheduled for completion no later than May 31, 2003.

The purpose, as stated in the contract, is to support the USAID Counter-Narcotics Special Objective and the Bolivian Government *Plan Dignidad* by eliminating the growing and trafficking of illegal coca in the Chapare and by establishing a sustainable economy for licit crops in its place. Specific Objectives include:

- 1) Establishing sustainable farm-level production capacity for licit crops;
- 2) Establishing sustainable market linkages for licit crops;
- 3) Strengthening alternative development organizations;
- 4) Stimulating private sector investment and agriculturally-based industries; and
- 5) Putting in place a results-oriented management, geographic information system for PDAR, which supports policy and implementation actions and decisions made by AMU (Administrative Management Unit), GOB and USAID.

DAI manages CONCADE activities in consultation with the Bolivian Vice-Ministry for Alternative Development through the Administrative Management Unit and with the participation of USAID through the Activity Implementation Committee. The over-arching policy decisions and priorities are set by USAID's Counter-Narcotics Special Objectives Team (CN-SOT) during periodic reviews of project work plans and results.

## **B. OVERVIEW AT END OF THIRD QUARTER 2000**

The DAI contract provides for project management, administrative and financial activities to support the five Specific Objectives (SOs). To fulfill these SOs the DAI contract cites twenty-three (23) Results designed to measure DAI's achievement of the SOs over the four-year life of the project. While Results and Critical Tasks will not change without modification to

the USAID contract, activities at the field level are dynamic and subject to on-going refinement and improvement as determined by the Administrative Management Unit.

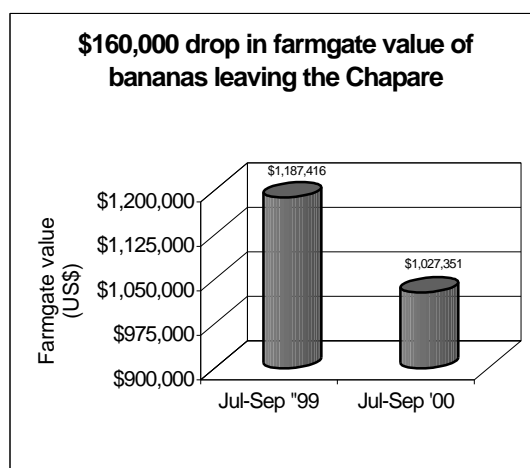
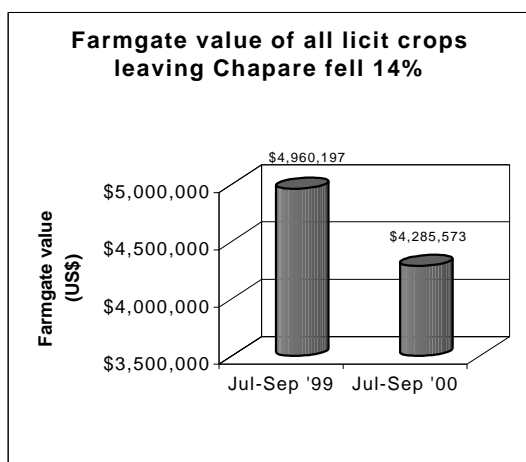
Achievement of contracted results are tracked and reported in a quarterly and cumulative fashion. Eventually this information will be available on demand from the Project Management Information System (PMIS), which will track results of all the CONCADE partners.

The CONCADE Project is designed to fit seamlessly with the Results Framework of both USAID and the GOB'S *Plan Dignidad*. Our commitment is to direct all our efforts toward the ultimate strategic objective of the eradication of illegal coca production and trafficking in the Chapare by achieving the Project's Intermediate Result of establishing a viable, self-supporting agricultural economy for licit products in coca-free zones in the Chapare.

Chapter II reports on the status of the twenty-three (23) Result or Performance Indicators. Each indicator is provided in a separate table, comparing targeted with actual results, indicating the source of the data used in the analysis, comments about the terms and data, and a statement of progress. These Results serve as our principal contract management barometer of effectiveness.

Notable events during the quarter include the following:

- ▶ The farmgate value of all tropical fruits in the third quarter decreased by 14% compared to the same period in 1999. This was directly due to the road blockades which commenced September 14 and prevented product movement out of the Chapare until the blockades were lifted October 13.



Source for all graphs: Reports on Product Movement at the Bulo Bulo and Paracti Inspection Points, January through July, 1999 and 2000.

- ▶ **CONCADE agricultural extension** is now benefiting 6,800 Chapare farm families. The Senior Agricultural Advisor reports that there are approximately 1,500 hectares of licit crops under “good management”, meaning that farmers are utilizing soil

improvers, proper pest/disease control, and intermediate-to-advanced crop management practices.

- ▶ **Farmer organizations** are rapidly developing the skills necessary to become sustainable. Approximately 7,500 farmers have received practical agricultural training. There are thirty-seven producers associations now that plan their own production of basic grains and perennial crops. Thirty-two associations are paying, either partially or completely, for their technical assistance.
- ▶ **IBTA** is becoming better focussed and pro-active in its research and investigation. To date IBTA has initiated thirty-eight new crop trials, established sixteen community demonstration plots, and distributed ten publications on improved crop management practices. The Experimental Station La Jota has also conducted 110 pest or disease diagnoses, has programs underway to monitor twenty disease problems in dispersed areas of the Chapare, and has emitted twenty-two phytosanitary certifications.
- ▶ **Market linkages** were established for the approximately 130 hectares of the Sigatoka-resistant banana variety FHIA 1 under cultivation. The cooperative La Khochalita has committed to purchasing over half the projected production to fill orders for dried bananas from its customers in Europe. In addition, Chapare produce began moving through the newly established channel between grower associations and the La Paz Wholesalers Association. This is the first time that Chapare produce has entered the La Paz market on a consistent basis.
- ▶ **Grants** amounting to nearly \$359,000 were awarded to Chapare producers associations and service providers during the quarter. The majority of these grants were destined for the banana producer associations to improve productive infrastructure, handling logistics and administration. Smaller grants went to expand the project of artesian weaving of *jipi japa* and to purchase six hours of radio programming daily on Radio Chimoré.

In Chapter III we indicate how funds were expended during the quarter by CLIN. In Chapter IV we describe DAI's fulfillment of deliverables and outputs as called for in the USAID/DAI contract. In Chapter V we provide a table showing the level of effort in person/months expended during the quarter. The report concludes with an Appendix providing glossaries of acronyms, terms and phrases used in the body of the report.

## CHAPTER II: PROGRESS TO DATE BASED ON RESULTS INDICATORS (AS OF SEPTEMBER 30, 2000)

### A. SUSTAINABLE FARM-LEVEL PRODUCTION CAPACITY FOR LICIT CROPS ESTABLISHED (SPECIFIC OBJECTIVE 1)

CONCADE's strategy for **SO1** focuses on providing an overall framework to increase the likelihood that farmers in Coca-Free Areas (CFAs) will successfully make the transition to licit and profitable agricultural activities. Our integrated approach is to simultaneously:

- ◆ Improve policies that affect agriculture and agribusinesses operating in the Chapare;
- ◆ Re-direct research and extension systems so that they respond more precisely to client needs; and
- ◆ Remove financial subsidies that inhibit farmer groups from becoming self-directed and sustainable in a competitive marketplace.

In the policy area (SO 1 Critical Task A), our staff made significant progress in the quarter in the following areas:

- ▶ **Institutional Banana Market Study.** The Policy Unit published and distributed four reports related to using Chapare bananas for school breakfast programs in Bolivia: the Executive Summary, Description of Supply; Demand and Logistics; Marketing Plan; and Nutritional Aspects. The recommended plan would create a market for approximately 4,500 tons of bananas per year.
- ▶ **Finalizing the Modification of the Results Indicators.** Work progressed on modifying the contractual result indicators to eliminate redundancy and to sharpen focus on targeted outcomes. Care was taken to assure that these modifications are compatible with the tenets of the USAID/DAI contract. Through meetings with both USAID and the Vice Ministry of Alternative Development, decisions were reached as to how each of the indicators will be measured and the frequency of reporting.
- ▶ **A study of the generation and transfer of Agricultural Technology was launched during the quarter.** Establishing continuity to the functions of technology transfer is critical to the success and sustainability of alternative development. The study will examine technology generation and transfer, training, as well as the provision of farming inputs and other technical-scientific services in the Chapare. Short-term advisors working on this project include Dr. Richard Sawyer, Ing. Florencio Zambrana and Ricardo Alem. The focus of the study to date has been on agricultural research and the delivery of technical assistance through field extensionists.

In the area of Support for Coca-Free Area Agreements (SO1, Critical Task B), we note the following:

- ▶ **Conditionality** continued to be strictly observed in all CONCADE activities in coordination with PDAR, DIRECO, and VIMDESALT.

In the area of Agricultural Technology Transfer and Training (Critical Task C), we note the following advances:

- ▶ **Beneficiaries.** Approximately 6,800 farm families have benefited from extension activities financed by CONCADE.
- ▶ **Hectares.** Activities during the current dry season focused on providing technical assistance to approximately 2,300 hectares of crops previously established. The number of hectares of crops established during 1999 increased slightly to approximately 1,000 hectares. Approximately 1,500 hectares are presently under “good management”. Digital Earth Consulting was contracted to analyze updated and higher resolution satellite images in order to estimate the total area under agriculture in the Chapare.
- ▶ **Farmer Training.** The four extension groups provided practical agricultural training to approximately 7,500 farmers, of whom 5,260 were men (70%) and 2,222 were women (30%). To date, there have been approximately 15,500 participants in training sessions, approximately 30% of them women.
- ▶ **Extensionist Training.** Extensionists’ skills and knowledge were upgraded through three training events attended by approximately fifty participants.
- ▶ **Researcher Training.** Four researchers from IBTA were trained in pineapple management.
- ▶ **Promoters.** The community promoter system contains about 250 promoters or group leaders of which 6% are women. Almost half of the promoters work voluntarily, while the farmer associations pay about 25% partially or completely.
- ▶ **Farmer Experimenters.** The farmer experimentation network currently includes ninety-two farmers who are conducting trials, with IBTA and extension system personnel, on eight themes related mainly to pest or disease control or soil fertility in four crops (banana, heart-of-palm, black pepper, and pineapple). Approximately 440 farmers (24% women) from twenty-one associations have been trained in participatory diagnostic techniques.
- ▶ **Crop Planning.** There was a large increase in the number of associations that plan crop production. Currently, thirty-seven associations are projecting the production of basic grain or perennial crops.

- ▶ **Paid Technical Assistance.** Thirty-two associations are paying, partially or completely, for technical assistance.
- ▶ **Participatory diagnoses** of fifteen farmer groups representing 423 families with recently eradicated coca have been performed as an initial step to incorporating them formally into the CONCADE program.
- ▶ **Mass Diffusion.** The extension service providers are being instructed to transmit farmer-to-farmer experiences via radio. A consultancy focussed on mass communication strategies was recently completed. The points raised in the study will be taken into consideration as part of the design of CONCADE's mass communications strategy and activities.
- ▶ **Second Banana Clinic.** A second banana clinic, organized and directed by Mike Utley was held in Mexico with the participation of several CONCADE banana extensionists and researchers. The participants observed the organization of banana growing and packing operations by small producers, transportation systems, and marketing.
- ▶ **IBTA Results.** IBTA reported that to date thirty-eight new trials have been initiated, sixteen demonstration plots installed, and ten publications are in press. In the area of agricultural services, IBTA is producing 500,000 coffee seedlings; has executed 110 pest or disease diagnoses; is monitoring twenty potential pest or disease problems in areas of the Chapare; and has emitted twenty-two phytosanitary certifications. An analysis of infrastructure needs was completed and public bids have been put out for rehabilitating the infrastructure of the La Jota Experimental Station. The annual operating plan for 2001 was prepared.
- ▶ **Extension Retreat.** A two-day-long extension retreat was held, with the participation of approximately one hundred individuals from eight institutions involved in extension in the Chapare. The meeting was highly positive. Results indicate that improvements are needed in institutional definition and coordination, programmatic simplification, logistical support, and human resources.



Result Indicator for Sustainable Farm-Level Licit Production				
<b>Result 1.1: Increasing number of farm families participating in coca-free areas and/or agreements and receiving alternative development assistance</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	10,000 farm families	15,000 farm families	20,000 farm families	25,000 farm families
<b>Actual results</b>	763 farm families <sup>a</sup>	6,875 farm families		
<b>Source/Methodology</b> Cumulative number of families receiving technical assistance from the extension service plus number of families in farmer groups recently eradicated coca that have completed rapid rural appraisals (DRPs). <sup>a</sup> These families are receiving food security assistance. Does not include families assisted by productive infrastructure programs nor by UNDCP/FAO or UNAGRODI.				

**Statement of progress.** 5,280 families are receiving direct or indirect benefits from CONCADE's extension program, while rapid rural appraisals have been completed for forty-four farmer groups comprised of 1,595 families. The completion of the rapid rural appraisals is the initial step for formally incorporating groups into CONCADE or UNDCP/FAO. The incorporation of these families is expected to begin in the last quarter of 2000.

CONCADE is developing mechanisms for capturing additional data for this indicator from other alternative development efforts such as the highway and electrification programs. Inclusion of such direct beneficiaries would substantially increase the results reported above.

Result Indicator for Sustainable Farm-Level Licit Production				
<b>Result 1.2: Increasing number of hectares of licit crops sustainably planted in the Chapare</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>				
<b>Annual increase</b>	7,000 Has.	7,700 Has.	5,300 Has.	4,350 Has.
<b>Cumulative</b>	101,650 Has.	109,350 Has.	114,700 Has.	119,000 Has.
<b>Actual results</b>				
<b>Annual increase</b>	3,500 Has.	977 new ha added (As of Sept. 30, 2000)		
<b>Cumulative</b>		Totals to be available in November from satellite imagery analysis		
<b>Source/Methodology</b> Increase in hectares planted in licit crops, as reported by extension service providers under contract to DAI. Crops include the 5 commercial crops plus basic grains and vegetables. The total area of the Chapare under agricultural cultivation is being estimated from satellite imagery analysis.				

**Statement of progress.** Within the scope of CONCADE's extension services, approximately 980 new hectares have been planted to the five commercial crops, basic grains, or vegetables to date. The rate of addition of new hectares this quarter slowed due to the presence of the dry season. In addition, technical assistance has been provided to farmers managing approximately 4,100 previously planted hectares.

Digital Earth Consulting was re-contracted to obtain and analyze recent, high-resolution satellite images to provide information on all hectares planted to licit crops in the Chapare. In addition, extensionists began an agricultural survey to provide data on the area of all plantations managed currently by CONCADE farmers. In the future, the geographic coordinates of these plots will be geo-referenced. This will permit the monitoring of their evolution over time via the analysis of satellite imagery.

Result Indicator for Alternative Development Subsidies Increasingly Reduced				
<b>Result 1.3.1: Increasing percentage of farmer organizations graduated from CONCADE assistance</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Percentage of existing farmer organizations currently receiving USAID-funded assistance graduated</b>	0%	15%	25%	50%
<b>Actual results</b>	0%	0% (As of Sept. 30, 2000)		
<b>Source/Methodology</b> Percentage of existing farmer organizations receiving USAID-funded assistance graduated, as reported by NGOs and private extension firms.				

**Statement of progress.** Although no organizations have graduated from CONCADE assistance as yet, two banana associations were graduated from “less advanced” to “more advanced” associations assisted by CODELCA. In addition, during the present quarter, there were large and notable increases in farmer organization capacity (see SO3).

Result Indicator for Alternative Development Subsidies Increasingly Reduced				
<b>R1.3.2: Overall subsidies on productive infrastructure reduced</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	85%	55%	25%	0%
<b>Actual results</b>	---	N/A (As of Sept. 30, 2000)		
<b>Source/Methodology</b> Percentage of overall subsidy provided by CONCADE, as reported in the PMP data base. This is measured by dividing the investments made in productive infrastructure by the amount contributed by farmer organizations, expressed as a percentage. Productive infrastructure includes packing sheds, cableways, wells, fences/walls and improved water systems.				

**Statement of progress.** CONCADE's four extension groups completed an assessment of eight banana producers' associations. We are currently making an assessment of the productive infrastructure needs of the more advanced farmers' organizations, including those engaged in the production of pineapples and palm hearts.

Result Indicator for Alternative Development Subsidies Increasingly Reduced				
<b>R1.3.3: Local capacity for sustainable <u>maintenance</u> of road infrastructure enhanced</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	10% Municipality 5% Community	15% Municipality 10% Community	35% Municipality 20% Community	55% Municipality 30% Community
<b>Actual results</b>	10% Municipality 5% Community	0.17% Municipality 4.12% Community  (As of Sept. 30, 2000)		
<b>Source/Methodology</b> Percentage of costs covered by non-activity resources, as reported in the PMP database. Municipalities and communities have made contributions in labor and in-kind (for example, locally available materials), and cash (for example, funds from beneficiaries deposited in bank account of Caminos Vecinales).				

**Statement of Progress** The municipality of Villa Tunari has expressed its willingness to cooperate with the CONCADE road infrastructure team. The Mayor's Office of Villa Tunari and Caminos Vecinales have signed a Co-Participation Agreement. However, to date no activity by the Mayor's Office has been reported on the fulfillment of this Agreement and several obstacles have been presented:

- Despite the approval of the Mayor of Villa Tunari, *sindicato* leaders led by Evo Morales instructed community leaders not to participate in the First Informational Meeting, levying fines of Bs. 450 per person on those who did; and
- During the month-long blockade in the Chapare from September 14 to October 13, the Mayor's Office of Villa Tunari presented a new face as a principal instigator of the social unrest and as a leader in criticism directed at alternative development.

Although the results on this indicator are below the established targets, we remain hopeful that the Mayor's Office of Villa Tunari will return to its cooperative spirit and move forward with the Co-Participation Agreement.

Result Indicator for Alternative Development Subsidies Increasingly Reduced				
<b>R1.3.4: Local capacity for sustainable <u>improvement</u> of road infrastructure enhanced</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	5% Community and others	10% Community and others	20% Community and others	30% Community and others
<b>Actual results</b>	5% Community and others	5.32% Community and others (As of Sept. 30, 2000)		
<b>Source/Methodology</b> Percentage of costs covered by non-activity resources, as reported in CONCADE PMP database. Municipalities and communities are contributing with labor and locally available materials (for example, logs and wood beams for gavion-wood bridges), and cash.				

**Statement of Progress.** See Statement of Progress under R1.3.3.

## B. SUSTAINABLE MARKET LINKAGES ESTABLISHED (SO2)

The objective of Special Objective 2 is to generate increased income, crop value, export value, and jobs in the region by establishing access to year-round markets for products grown and/or processed in the Chapare. These year-round markets are comprised broadly of the local market segment, the industrial processing segment, and the export market segment. Specific strategies include:

- ◆ Undertake marketing-related actions leading to sustainable markets for licit crops in the Chapare;
- ◆ Take an aggressive, market-driven approach which uses market research to identify new local, regional and export markets and buyers for existing and new Chapare products;
- ◆ Encourage contract farming and strategic alliances in a way in which farming, processing and marketing operations become sustainable; and
- ◆ Create new farm, off-farm and non-farm jobs, while expanding the marketing of licit Chapare fresh and processed products.

Under Market Analysis (SO2, Critical Task A), the following progress was made during the quarter:

- ▶ **Marketing and cost/benefit analyses.** Five studies were completed for diverse projects and distributed to CONCADE partner institutions and extension groups. These studies will guide marketing actions, investment promotion strategies and the use of financial supports during the forthcoming months. The studies included:

Marketing and Cost/Benefit Analyses			
<i>Date</i>	<i>Study</i>	<i>Description</i>	<i>Author(s)</i>
July 2000	Importation of Returnable Plastic Boxes	Costs associated with using plastic boxes for distributing bananas and pineapples to selected national and export markets	Sergio Cassab and CONCADE Marketing Unit
August 2000	Costs Associated with Distributing 75,000 Bananas per Week to School Lunch Program as Pilot Trial	Analysis of all costs associated with providing bananas to 25,000 students in Quillacollo, Sipe-Sipe, Tiquipaya and Punata.	Andres Judeh Alexa Vaca
August 2000	Passion Fruit Marketing Plan	Strategies for expanding sales of passion fruit through supermarket merchandising, publicity and incentives to juice processors	CONCADE Marketing Unit
September 2000	Export Markets for Fresh and Processed Bananas and Pineapples	Analysis of demand, prices and distribution channels for Chapare-grown bananas and pineapples	Carlos Melo
September 2000	Exporting Pucallpa Variety Pineapples to northern Argentina	Cost/benefit analysis of growing pineapples on rented lands under technified conditions and exporting to buyers in northern Argentina from Mariposas Packing Center	Jean Stavrakopoulos David Fledderjohn

- For the proposed **school breakfast program** in four rural communities bordering Cochabamba, the CONCADE Marketing Team made a detailed cost analysis of the endeavor. This analysis demonstrated that the costs associated with the project would be approximately Bs. 21/box of 22 kgs. or Bs. 0.17 per banana finger, as shown below:

Cost Estimate School Lunch Program in Cochabamba 25,000 Students Receiving 75,000 Bananas Per Week		
Cost Per Box (Bs.)	Item	Cost Per Finger (Bs.)
10.00	Cost of fruit	0.083
0.19	Inputs (Alumbre, fungicide)	0.002
1.20	Packing	0.010
<b>11.39</b>	Sub-Total: Cost of Product	<b>0.09</b>
3.80	Transport Cost (Chapare-Quillacollo)	0.032
1.45	Plastic Boxes	0.012
3.15	Ripening	0.026
1.20	Return of Boxes	0.010
<b>9.60</b>	Sub-Total: Cost of Transport, Boxes and Ripening	<b>0.08</b>
<b>20.99</b>	Total Cost Delivered to Project Concern Distributor	<b>0.17</b>

- Data on **market conditions**, collected by the CONCADE Commercial Information Unit, were loaded into the PMIS database during the quarter and are steadily updated. These data cover prices and volumes in eleven export markets, as well as wholesale prices in Cochabamba and farmgate prices in the Chapare.

In the area of Market-Driven Technical Assistance (SO2, Critical task B), the following progress was made:

- **Market-Driven Training.** The CONCADE Marketing Team participated in three training workshops for extensionists and small farmers related to new product development, post-harvest handling and marketing techniques. These courses serve to increase farm family incomes by developing new or improved product offerings for credit-worthy market niches. The courses included:

Training Workshops Related to Marketing			
<i>Date</i>	<i>Course</i>	<i>Description</i>	<i>Number of Participants</i>
02 September	Ripening and Packing Papaya for Market	Training course in a) using Ethrel for ripening papaya and b) packing uniform fruit in boxes with net weight of 12 kgs.	8 farmers in community of Tres Pozos and 3 extensionists with Ciaprot
08 September	Marketing of Bananas Grown in San Luis	Training course in delivering quality bananas to national market customer segments	30 farmers affiliated with San Luis association (ASBA) and 4 extensionists with Codelca
11 September	Banana Ripening Chamber in Tarija	Instructions for constructing a modest-size ripening chamber in Tarija for handling bananas being purchased from the association in San Carlos (ASPROBAN)	3 buyers from Tarija and 1 extensionist from Codelca



- **Market-driven food processing assistance.** Notable activities in this area included:
- Farmer organizations growing **tumeric** and **ginger** received extensive agro-processing assistance in the months of August and September. CONCADE donated five slicing machines and twenty solar tents for processing and sun-drying these crops for eventual market distribution. The equipment permits the conversion of eighty kilograms of moist, fresh material into twenty kilograms of dried product in three days. In addition to adding shelf-life to the products, this value-added process increases the farmgate price of the two crops by 80%, from Bs.100 per quintal to Bs.180. Dried tumeric is used as a colorant for poultry and other foods; dried ginger is used as a flavoring for fish, chicken and oriental foods. Due to the success of this food processing assistance, farmers increased the growing area dedicated to tumeric by eight hectares and to ginger by three hectares. The association participating in these efforts was CAY with farmer members living in Campo Vía, Chokolatal, and Cristal Mayo. This work was closely coordinated with the extension group Winrock.
  - CONCADE commenced installing drying equipment for **black pepper** in the Ishinuta producers association. This equipment is new technology for the Chapare and will permit the association weekly to convert 1,200 kilograms of harvested peppercorns into 300 kilograms of ready-to-market, dried black pepper. The new processing techniques reduce product losses from sub-standard technology, increase farmgate income by 75% from a superior finished product, and assure the dependable market acceptance of the association's ten hectares of black pepper under cultivation.
  - La Khochalita became the principal buyer of sigatoka-resistant, **FHIA-variety bananas** during the quarter. In August and September the Cochabamba-based cooperative purchased ten tons of FHIA bananas from small farmers working with the Ciaprot extension group. La Khochalita is drying these bananas to fill orders from customers in Italy, Spain and Germany. Under normal conditions, La Khochalita can convert ten tons of fresh bananas into 1.5 tons of dried, finished product. Another customer in the pipeline for FHIA bananas is Alejandro Bleyer of Santa Cruz who has buyers in Europe for certified organic bananas.
  - CONCADE's food processing specialist Didi Mercado provided training to fifteen women in the community of Santa Bárbara in the preparation of **yogurt** and **fruit-flavored milk**. All the women are wives of members of the Santa Bárbara milk producers association. The women sell the yogurt and other milk derivatives in local Chapare markets, increasing each of their monthly incomes by Bs.2,400 per month with the value-added products.

In the area of Market Linkages (SO2, Critical Task C), the following progress was made:

- ▶ **Deal-making between sellers and buyers.** Two important deals were made between Chapare producer groups and market buyers. These agreements contain specific volume and price commitments. The negotiations were closely supervised and assisted by the CONCADE Marketing Team in coordination with the seller groups and the extension group assigned to their zone. The deals are shown below:

<b>Buyer-Seller Agreements</b>			
<i>Date</i>	<i>Chapare Seller</i>	<i>Buyer</i>	<i>Terms of Deal</i>
August 2000	Banana associations working with Ciaprot extension group	La Khochalita	Eight tons of FHIA-variety bananas per month, delivered to plant
September 2000	Pineapple associations in Eterazama, German Busch and Mariposas	Association of wholesalers in La Paz (Comerciantes Mayoristas 10 de Mayo)	Two truckloads weekly of pineapples at Bs. 3/pineapple fob Cochabamba

- ▶ **Trade Fairs.** CONCADE assisted Chapare producers in exhibiting their product offerings in one trade fair during the quarter: ExpoCruz 2000 in Santa Cruz. The trade fair provided opportunities for Chapare producers to sell their offerings and make new contacts with prospective buyers. The CONCADE booth at the trade fair received an award for its presentation in the American Pavilion.

<b>Trade Fairs</b>			
<i>Date</i>	<i>Trade Fair</i>	<i>Participants</i>	<i>Results</i>
September 2000	ExpoCruz 2000, Santa Cruz	Milka, Indatrop, Bolhispania, Aspropi, OCS and Naturaleza	Exhibitors sold all inventory, made new sales contacts throughout national market. Booth won award for best decoration.

- ▶ **Farmer-operated fruit warehouse space in Cochabamba.** Negotiations advanced during the quarter with the Cochabamba municipality for the use of two warehouses, which would serve as storage and distribution centers for Chapare-grown fresh produce. Chapare farmers will manage and operate the center located near the Laguna Alalay. The center is essential for properly servicing the newly established institutional market of buyers at military posts, hospitals, penal institutions and schools. The buyers require relatively small lots of produce delivered three times weekly from a centrally located warehouse in Cochabamba.

<b>Result Indicator for Sustainable Market Linkages Established</b>				
<b>RESULT 2.1: Net income from CONCADE-assisted crops increasing by 3-4 percent annually</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	\$1,780	\$1,850	\$1,900	\$1,960
<b>Actual results</b>	N/A*	N/A* (As of Sept. 30, 2000)		
<b>Source/Methodology</b> Average annual income per capita in U.S. dollars, as reported in the CONCADE PMP database. This will be measured by an on-the-ground agricultural survey in the third quarter of 2000.  *Not available, awaiting field survey.				

**Statement of progress.** From the Transport Survey, we observed a drop of 14% in the farmgate value of products leaving the Chapare during third quarter 2000 compared to the same quarter in 1999. The blockade lasted from September 14 to October 13, 2000.

Result Indicator for Sustainable Market Linkages Established				
R2.2: Domestic agribusinesses purchasing Chapare produce and/or supplying agro-inputs on a regular basis				
	CY1999	CY2000	CY2001	CY2002
Targets in CONCADE contract (Cumulative)	55 agribusinesses	65 agribusinesses	75 agribusinesses	80 agribusinesses
Actual results	46 agribusinesses	67 agribusinesses  (Cumulative as of Sept. 30, 2000)		
<u>Source/Methodology</u> The 67 agribusinesses are:				
Agripac Agro-López Agro-Te Alimenta Babalú Banabol Banana Asocs.(8) <sup>a</sup> Bebidas S.A. Bloch Bolhispania Cabrera Chapare Exporta	Cobal Cofrut Coin Gek Comercial Nina Del Valle Dillmann Ecovir El Sol El Trovador Eliá Ltda. Emcopaivi Empresa Supermercados Kuljis	Emprofrut Fabopal Hacienda Norita Inabol Ind. Venado Indatrop La Granja La Khochalita Maitec Milka Naturaleza OCS Palm Heart Assocs. (7) <sup>b</sup>	Passion Fruit Assocs. (4) <sup>c</sup> Pentagro Pepper Assoc. (1) <sup>d</sup> Pineapple Assocs. (4) <sup>e</sup> Prodesco Siete Hermanos Sisam Tropi-Miel Tropi-Valle Truchas-Paracti Truchas-Tablas Montes	

<sup>a</sup>: Banana associations include: Todos Santos, San Carlos, San Luis, Villa Fernandez, Senda B, Ingavi B, 16 de julio and Chimboco.

<sup>b</sup>: Palm heart associations include: Eterazama, Samsubete, Ibuelo, Gnrl. Villarroel, Bolívar, Vueloadero and Senda 3.

<sup>c</sup>: Passion fruit associations include: La Estrella, Villa Imperial, Sucre and Chancadora

<sup>d</sup>: Pepper association includes:

<sup>e</sup>: Pineapple associations include: Eterazama, German Busch, Mariposas and San Lorenzo.

**Statement of progress.** Despite the difficulties attendant to operating in the Chapare, nearly all of the agribusinesses cited above are operating steadily and generating profits. Companies dropping from the list this quarter for a variety of reasons include:

Alesa (No longer active)

Coop. "Hospicio" (Not agribusiness)

Eco Chapare (Ceased operations)

Perrogón (Less than \$25,000/year in sales)

Andean Group (No longer active)

Coop. "San Antonio" (Not agribusiness)

Agricanto (Less than \$25,000/year in sales)

Result Indicator for Sustainable Market Linkages Established				
R2.3: Agribusinesses exporting Chapare fresh and processed products on a regular basis				
	CY1999	CY2000	CY2001	CY2002
Targets in CONCADE contract: (Cumulative)	12 agribusinesses	13 agribusinesses	14 agribusinesses	15 agribusinesses
Actual results	8 agribusinesses	8 agribusinesses  (Cumulative for year as of Sept. 30, 2000)		
<b>Source/Methodology</b> Number of agribusinesses (cumulative), as reported in CONCADE PMP database. The eight companies regularly exporting are:  <div><div>Banabol Bolhispania Chapare Exporta Ecovir</div><div>Fabopal Indatrop La Khochalita Naturaleza</div></div>				

**Statement of progress.** The eight companies cited above continue to export Chapare fresh and processed licit products. This flow of exports was seriously disrupted by the social unrest and month-long blockade (September 14-October 13). There are numerous reports of costly inventories of unsold product, cancelled orders, and customer dissatisfaction.

Result Indicator for Sustainable Market Linkages Established				
<b>R2.4: Marketed value of licit crops increasing by 20-30 percent annually</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	\$52 million	\$64 million	\$74 million	\$91 million
<b>Actual results</b>	\$58.2 million	\$49.8 million (Cumulative for year as of September 30, 2000)		
<b>Source/Methodology</b> Value of licit produce in U.S. dollars, as reported by CONCADE PMP database. This calculation multiplies the volume of licit crops reported leaving the Chapare in the Transport Survey by their respective average wholesale value during the quarter to arrive at a total value. Note marketed value excludes logs.				

**Statement of progress.** Due to the social unrest and blockades beginning September 14<sup>th</sup>, the value of licit crops leaving the Chapare for market destinations dropped by 10% compared to the same quarter in 1999. The wholesale value of licit crops leaving the Chapare in the third quarter 2000 was \$12.9 million compared with \$14.4 million in the same quarter in 1999. This indicator is short of where we expected to be at this time, but still within striking distance of the year-end target of \$64 million.

Result Indicator for Sustainable Market Linkages Established														
R2.5: Exports of Chapare licit fresh and processed produce increasing annually														
	CY1999	CY2000	CY2001	CY2002										
Targets in CONCADE contract	\$3 million	\$5 million	\$6 million	\$7 million										
Actual Results	\$2.4 million	\$3.6 million  (Cumulative for year as of September 30, 2000)												
<b>Source/Methodology</b> Value of Chapare fresh and processed produce exported measured in U.S. dollars (non-cumulative), as reported in the CONCADE PMP database. These numbers were reported by each of the exporting companies.														
<table><tr><td>\$ 225,000 Banabol</td><td>\$ 85,000 Fabopal</td></tr><tr><td>84,000 Bolhispanial</td><td>55,000 Indatrop</td></tr><tr><td>400,000 Chapare Exporta</td><td>6,000 La Khochalita</td></tr><tr><td>3,000 Ecovir</td><td>4,000 Naturaleza</td></tr><tr><td></td><td><b>\$ 862,000</b> Total for quarter</td></tr></table>					\$ 225,000 Banabol	\$ 85,000 Fabopal	84,000 Bolhispanial	55,000 Indatrop	400,000 Chapare Exporta	6,000 La Khochalita	3,000 Ecovir	4,000 Naturaleza		<b>\$ 862,000</b> Total for quarter
\$ 225,000 Banabol	\$ 85,000 Fabopal													
84,000 Bolhispanial	55,000 Indatrop													
400,000 Chapare Exporta	6,000 La Khochalita													
3,000 Ecovir	4,000 Naturaleza													
	<b>\$ 862,000</b> Total for quarter													

**Statement of progress.** Exports fell 25% compared to the prior quarter, largely due to the protests and blockades in the Chapare beginning September 14. Assistance to Chapare farmers now gives special attention to recuperating losses incurred during the protests, firming up relations with disgruntled customers, and making a larger pool of commercial transport available to Chapare exporters.

Result Indicator for Sustainable Market Linkages Established				
<b>R2.6: Licit agricultural-based employment</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	2,000 jobs	4,000 jobs	5,000 jobs	6,000 jobs
<b>Actual results</b>	N/A*	N/A* (Cumulative for year as of Sept. 30, 2000)		
<b><u>Source/Methodology</u></b> Number of full-time licit jobs created, as reported in CONCADE PMP database.  *Not available, awaiting sample survey.				

**Statement of progress.** Anecdotal evidence suggests new job creation occurring in the plantation expansions of Indatrop, Fabopal, Chapare Exporta and Banabol. The processing plants of Fabopal and Indatrop are working eight-hour shifts five days a week and have created employment for an as yet unmeasured number of new employees. There are also indications of sizeable employment increases in the service sector, especially among companies providing agro-chemicals and farming supplies.



Result Indicator for Sustainable Market Linkages Established				
<b>R2.7: Licit non-agricultural-based jobs created</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	300 jobs	350 jobs	400 jobs	450 jobs
<b>Actual results</b>	N/A*	N/A* (Cumulative for year as of Sept. 30, 2000)		
<b><u>Source/Methodology</u></b> Number of full-time licit jobs created, as reported by the CONCADE PMP database.  *Not available, awaiting sample survey.				

**Statement of progress.** As with the previous Indicator (R2.6), this data will be gathered in the Annual Agricultural Survey. Anecdotal evidence suggests new job creation occurring in the sectors of automobile/truck/motorcycle repair, distribution of agro-chemicals and farming supplies, petroleum exploration, and utility services.

## C. ALTERNATIVE DEVELOPMENT ORGANIZATIONS STRENGTHENED (SO3)

The objective of **SO3** is to work in conjunction with the extension service providers and IBTA to build their capacity to provide assistance to farmer organizations located in verified Coca-Free Areas (CFAs) in the Chapare. The types of services offered by CONCADE are:

- ◆ Agricultural and business management technical assistance and training support
- ◆ Strengthening of both farmer associations and second-tier producer organizations
- ◆ Assistance in improving the management of revolving funds, accounting systems and other mechanisms for cost recovery and financial sustainability.

Under Technical Assistance and Training for Institutional Strengthening SO3, Critical task A), the following progress was made:

- ▶ **Accounting Systems of Farmer Organizations.** Two outside accountants were hired to assist Winrock and INDASA with the analysis of the status of the rotating funds and accounting systems used by their farmer associations. Approximately forty-six associations have functional basic accounting systems.
- ▶ **Private Accounting/Business Assistance Firms.** Terms of reference were prepared for the contracting of private firms that will give periodic assistance to farmer associations in accounting, preparation of business plans, inventory and warehouse management, and legal assistance.
- ▶ **Rotating Funds.** Approximately 30% of the rotating funds established under CORDEP have been recovered in the form of physical assets or capital. Active rotating funds exist in fifty-three associations.
- ▶ **Income Generation.** Fifty-three associations are generating income via the sale of products or services or dues paid by members.
- ▶ **Services Provided by Associations.** Fifty-two associations are presently providing services (e.g. commercialization, technical assistance, inputs, or equipment) to their members.
- ▶ **Commercial Relationships.** More than thirty farmer groups have entered into contractual or credit relationships with agricultural suppliers or buyers or are planning agricultural production.
- ▶ **Strengthening of Producer Organizations.** Second-tier producer organizations were strengthened in a number of ways:
  - **The Special Commission of Heart-of-Palm Producers (CEPPAL),** the heart-of-palm producers organization, has developed a draft version of the

statutes needed in order to obtain legal standing. The organization has also developed a draft version of a project proposal for \$99,000 that would result in the contracting of a professional administrative staff and the establishment of tool and input banks that would be accessible to CEPPAL's members. CEPPAL also sold pre-germinated seed to Winrock for a value of Bs 11,000 which is helping finance a local input supply store. The production of 1,000,000 heart-of-palm seedlings in four local nurseries administered by CEPPAL is proceeding normally.

- **The Union of Associations of Pineapple Producers of the Cochabamba Tropics (UAPPTC)** composed of four pineapple farmer associations, is formulating a draft version of the statutes needed to legally constitute the organization. UAPPTC is also in the process of formulating a proposal aimed at setting up tool, machinery, and input banks and consolidated blocks of pineapple plantations for export.
  - **UNABANA**, the banana producers organization, contracted a full-time professional manager. It has also established a system for the commercialization of agricultural inputs to its members.
- ▶ **Training Tours.** Two training tours to interchange experiences related to farmer organizations, involving both male and female farmer leaders, were held. Thirty-three participants visited the Integrated Cooperative of the High Valleys (dairy processing cooperative with 4,800 members) and the Punata Irrigation Association, a self-supporting cooperative with professional administration that offers services and administers irrigation systems for its 4,200 members. Twenty-seven participants visited the Bean Producers Association in Santa Cruz, an example of a strategic alliance between a team of professional managers and organized farmers aimed at increasing exports. As a result of these visits, pineapple and heart-of-palm producers have seen the need to specialize their animal and crop management practices.
  - ▶ **Participation of Women in Decision-Making.** Seventeen additional women assumed decision-making positions on the boards or committees of farmer associations receiving assistance from CONCADE extension groups.
  - ▶ **Economic Activities Involving Women.** Twelve groups of women became active in the production and sale of *jipi-japa* artisan products, marmalades, honey, tropical flowers, and yogurt. There are now a total of eighteen economically active women's groups in the Chapare. Nine other groups have identified potential economic activities and are in the process of formulating organization and business plans.
  - ▶ **Gender Training for Extensionists.** One training session related to gender was conducted.
  - ▶ **Women Promoters and Extensionists.** There are now fifteen women promoters or group leaders working with the farmer associations in the Chapare. In addition, one

new women extensionist was added by CIAPROT. The four extension service providers now employ thirteen women extensionists.

- ▶ **Increasing Educational Institution Involvement.** Talks have been held with the University of San Simon, Nur University, the Catholic University, the Canada Agriculture and Technical School ( TAC), as well as the Don Bosco and Fé y Alegría schools, regarding their interests and strengths related to the formation of an integrated system focussing on agricultural and agribusiness training. A diagnosis of educational needs and services offered has been carried out, a strategy for working with educational institutions has been formulated, and a new vocational program for the formation of technicians in business administration has been designed.

Under Mechanisms to Improve the Management of Revolving Funds and other means of cost recovery and self-sufficiency (SO3, Critical Task B), the following progress was made:

- ▶ **Revolving Funds.** Approximately 30% of the funds disbursed in the past have been recovered in fixed or liquid assets. Active rotating funds exist in fifty-three associations.
- ▶ **Grants.** The CONCADE Grants Committee approved awards of \$358,965 for thirteen projects during the quarter. Nearly 53% (\$189,632) of these funds were directed at improving infrastructure, logistics and administration of the banana producers associations. The table below shows in greater detail the amounts and beneficiaries of the awards:

Grants Awarded in Third Quarter 2000			
Date of Award	Beneficiary	Amount (US\$)	Purpose
July 2000	UNABANA	96,279	For Manager's salary and rotating fund
"	CAY	6,232	For processing dried tumeric and ginger
August 2000	ASOHFRUT	50,820	For combating canker in citrus orchards
"	AICAGUVI	2,779	For plastic boxes
"	EMCOPAIVI	30,042	For expansion of juice processing
"	Palm Weavers	5,330	For expanded training in palm weaving
"	APROBATS	15,436	For banana packing center improvements
"	AINPROB	10,685	For black pepper processing improvements
"	APROBAC	9,586	For construction of banana ripening chamber
"	AIPAB	10,454	For purchase of small farming equipment
Sept. 2000	APROBATS	54,720	Barge for transporting bananas across river
"	UNABANA	3,157	Office equipment
"	ASPROPI	<u>63,445</u>	For pineapple packing center improvements
	TOTAL	<b>\$ 358,965</b>	

Result Indicator for Alternative Development Organizations Strengthened				
<b>R3.1: Increased capacity for sustainability in farmer organizations</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	12 organizations	24 organizations	36 organizations	50 organizations
Actual results	16 organizations	53 organizations (As of September 30, 2000)		
<b><u>Source/Methodology</u></b> Number of legally registered farmer organizations being funded with fees for services or dues paid by their members, as reported by farmer organizations providing information to NGOs and private firms. The four extension groups working in the Chapare are currently reporting this information.				

**Statement of progress.** Payments to farmer associations are generated by dues from members, surcharges on export production, or payments for services such as pest control, supplying of inputs or tools, or technical assistance or assistance with marketing. UNABANA, a second-tier producer organization, hired a general manager who will be paid partially by funds from surcharges placed on banana exports. Similar measures are being proposed by CEPPAL, the palmito producers organization, and UAPPTC, the pineapple producers organization.

Result Indicator for Alternative Development Organizations Strengthened				
<b>R3.2: Number of farmer organizations paying for their own technical assistance</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	2 organizations	10 organizations	25 organizations	40 organizations
<b>Actual results</b>	12 organizations	32 organizations (As of September 30, 2000)		
<b><u>Source/Methodology</u></b> Number of farmer organizations capable of paying for their own technical assistance.				

**Statement of progress.** Thirty-two farmer associations are paying, at least partially, for technical assistance in agronomy, commercialization, or business management. In addition, there are 110 community promoters working voluntarily, fifty promoters paid entirely or partially by the farmer associations, and eighty-six promoters paid entirely by the extension service providers. Farmer associations involved in contract farming are paying for technical assistance, pest control and cultivation programs.

Result Indicator for Alternative Development Organizations Strengthened				
<b>R3.3: Increased capacity for technological transfer in GOB organization (IBTA/Chapare)</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Target set forth in CONCADE contract</b>	25%	35%	50%	75%
<b>Actual results</b>	0%	9* (As of September 30, 2000)		
<b>Source/Methodology</b> Percent of individual research activities completed in any given calendar year positively validated and adopted by farmers. Field extensionists from the four extension groups will be responsible for gathering data on agricultural technology used by farmers. *Number of validation trials.				

**Statement of progress.** IBTA reported that to date thirty-eight new trials have been initiated, sixteen demonstration plots installed, and ten publications are in press. In the area of agricultural services, IBTA is producing 500,000 coffee seedlings; has executed 110 pest or disease diagnoses; is monitoring twenty potential pest or disease problems in areas of the Chapare; and has emitted twenty-two phytosanitary certifications. An analysis of infrastructure needs was completed and public bids have been put out for rehabilitating infrastructure of La Jota. The annual operating plan for 2001 was prepared. PDAR and DAI are discussing IBTA's research and extension program with the intention of simplifying its operations and making its work more compatible with the expressed needs of farmers

Result Indicator for Alternative Development Organizations Strengthened				
<b>R3.4: Increased average annual yield of promoted crops</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in USAID/DAI contract:</b>				
<b>Bananas</b>	70 mt/ha	90 mt/ha	110 mt/ha	135 mt/ha
<b>Pineapples</b>	11.5 mt/ha	12 mt/ha	13 mt/ha	13.5 mt/ha
<b>Passion Fruit</b>	10 mt/ha	10 mt/ha	10 mt/ha	10 mt/ha
<b>Palm Hearts</b>	675 kg/ha	750 kg/ha	815 kg/ha	900 kg/ha
<b>Black Pepper</b>	3 mt/ha	3 mt/ha	3 mt/ha	3 mt/ha
<b>Actual results</b>				
<b>Bananas</b>	20-30 mt/ha	20-30 mt/ha		
<b>Pineapples</b>	11.5 mt/ha	11.5 mt/ha		
<b>Passion Fruit</b>	6-7 mt/ha	6-7 mt/ha		
<b>Palm Hearts</b>	500 kg/ha	500 kg/ha		
<b>Black Pepper</b>	1.5 mt/ha	1.5 mt/ha		
<b>Source/Methodology</b> Increased average annual yield of promoted crops, as reported by CONCADE PMP database. Yields from 1999 are based on consultant estimates and some field measurements. Yields in the future will be based on field estimates taken by extensionists.				

**Statement of progress.** Yields for Year 2000 have not yet been calculated. Many perennial crops produce throughout the year and a full year is needed in order to report annual yields. Currently, approximately 1,500 hectares (about 25% of the cropped area under CONCADE) are under “good” management. IBTA and the extension firms are in the process of estimating the area of plantations established by CONCADE or its predecessors, the level of technology used by CONCADE farmers, as well as the costs involved and the final use of the products.



## D. PRIVATE SECTOR AND AGRICULTURALLY-BASED INDUSTRIES STIMULATED (SO4)

The objective of **SO4** is to stimulate the growth of an agribusiness sector in the Chapare that is competitive and self-sustaining in the long term, giving initial attention to the five under-performing, community-run processing plants. The primary means for supporting agribusiness development and private investment include a combination of:

- ◆ Feasibility studies for existing Chapare agribusinesses, leading to the reformulation of their management, financial and operating structure, especially the five under-performing community processing plants (i.e. Agro-Té, Inintrop, Emcopaivi, Agroprovasa, and Milka);
- ◆ Assistance with private sector business plans describing investment requirements, market potential and projected profitability of new agribusiness investments;
- ◆ Promoting the entry and/or expansion of Chapare-based businesses, especially those which fill critical gaps in the production-marketing system for licit crops (e.g. banks, commercial nurseries, transport companies, multi-use food processing plants, and small farm equipment distributors); and
- ◆ Establishing and managing capital access programs (e.g. grants, loans and performance-based incentives) to assist selected private companies or farmer groups in attaining CONCADE objectives.

Under Assessment of Production and Investment Capital Requirements in the Chapare (Critical Task A), the following progress was made:

- ▶ **Implementation of packing center improvements.** Based on a comprehensive assessment of productive infrastructure needs, CONCADE completed improvements to ten packing centers in the Chapare: seven banana associations and three pineapple associations. These improvements to product washing/treatment equipment and sanitation put the packing centers into compliance with the phytosanitary requirements of neighboring export markets.
- ▶ **Investment opportunities brochure.** The Investment Promotion Unit prepared a new brochure describing Chapare investment opportunities and the kinds of support investors can expect to receive in pioneering investment ventures. Over six hundred copies of the brochure were distributed at the ExpoCruz Trade Fair in Santa Cruz. The brochure is an essential tool for attracting new investors to growing, fruit processing, marketing and service activities in the Chapare.
- ▶ **Reports on Production and Investment Capital Requirements.** During the quarter the CONCADE Investment Promotion team completed two financial evaluations of investment opportunities in the Chapare. These studies will guide

investment promotion presentations and the use of the Investment Promotion Fund in the forthcoming months. The reports included:

<b>Analyses of Production and Investment Capital Requirements</b>			
<i>Date</i>	<i>Study</i>	<i>Description</i>	<i>Author(s)</i>
July 2000	Contribution to strategic planning at Milka plant	Analysis of strategy of milk purchases and sales for the new owners of Milka plant in Ivirgarzama	CONCADE Marketing and Investment Promotion team
August 2000	Processing yields and costs of drying tumeric and ginger	Analysis of all costs associated with drying Chapare-grown tumeric and ginger for local market	CONCADE Marketing and Investment Promotion Team

Under Assistance in Feasibility Studies, Investment Support, and Joint Ventures (Critical Task B), we undertook the following activities:

- ▶ **Livestock project.** The project to introduce dual-purpose (milk and beef) cattle to the Chapare was launched during the quarter. The project will begin in a pilot phase with the introduction of nine hundred head of cattle. The project represents a strong mix of public and private sector involvement. The *Prefecturas* of Cochabamba and Santa Cruz have agreed to establish a large area free of hoof-and-mouth disease stretching from Ivirgarzama to Santa Cruz. The laboratories Lidivet and Lidiveco will coordinate disease prevention and veterinary services. The companies Embriogenética, Eurogenética and Grupo Kuljis will provide embryo and artificial insemination services.
- ▶ **Loan Guarantee Fund.** This Fund was established during the quarter in the amount of \$100,000 at the Banco Bisa in Cochabamba. Using a CONCADE Certificate of Deposit as a loan guarantee, the Fund enables qualified Chapare businesses to receive interest-bearing loans with less restrictive collateral requirements. The Fund permits loans at an interest rate of 14-15% per year, slightly below the rates typically charged by Bolivian commercial banks. The bank will manage the loan and be responsible for collection of payments.
- ▶ **On-going preparation of financial assistance to the banana exporter Chapare Exporta.** The exporter continued operations during the quarter despite a large debt burden and cash flow difficulties. Agreements were reached with lenders to reduce current obligations and to extend the terms of loan repayment. The owner of Chapare Exporta pledged personal residential properties as a repayment guarantee on a proposed \$97,000 loan aimed at retiring or reducing creditor obligations. The only step remaining in releasing the funds to Chapare Exporta is the time-consuming process of legalizing the authority of DAI's Chief of Party to use a DAI Certificate of Deposit as a guarantee of loan repayment. This process should be completed in late October, enabling Chapare Exporta to become the first beneficiary of the Loan Guarantee Fund.

- ▶ **New Investment Promotion Specialist.** During the quarter CONCADE approved the hiring of Lic. Ignacio Molina to pro-actively promote investment opportunities in the Chapare. Sr. Molina has extensive experience in both the investment and export sectors, having worked several years in Alternative Development and with the Ministry of Foreign Commerce in La Paz.
- ▶ Three awards of **performance-based incentives** were made during the quarter. These awards provide an incentive to agribusinesses to streamline operations and increase purchases from small farmers. To date CONCADE has signed performance-based incentive agreements totaling \$470,000 with the following groups:

<b>Performance-Based Subcontracts To Date</b>			
<i>Date</i>	<i>Company</i>	<i>Description</i>	<i>Amount</i>
November 1999	Andean Group	Purchasing bananas for export from small farmer associations	\$ 25,000
November 1999	Ingavi B Banana Producers Association	Establishing a box fund for becoming a full-service packing center	\$ 25,000
May 2000	Chapare Exporta	Purchasing bananas for export from small farmer associations	\$ 85,000
May 2000	Banabol	Purchasing bananas for export from small farmer associations	\$ 50,000
June 2000	Fabopal	Steady purchases of palm heart stalks from small producers	\$ 50,000
June 2000	Indatrop	Steady purchases of palm heart stalks from small producers	\$ 50,000
August 2000	APAMI Pineapple Producers Association in Eterazama*	Improving packing center operations and finalizing purchase contract with Naturaleza	\$ 5,000
September 2000	Chapare Exporta*	To maintain flow of banana exports to Argentina	\$20,000
September 2000	Milka plant*	To open new market segments and increase purchases from Chapare dairymen	\$60,000
September 2000	Chapare Exporta*	Credit from Loan Guarantee Fund	\$100,000
<b>Total</b>			<b>\$ 470,000</b>

\* Awards approved in third quarter 2000

Result Indicator for Private Sector Investment and Agriculturally-Based Industries Stimulated				
<b>R4.1: Investment credit needs identified</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract</b>	5 credit applications	10 credit applications	N/S*	N/S*
<b>Actual results</b>	2 credit applications <sup>a</sup>	7 credit applications <sup>b</sup>  (Cumulative for year as of Sept. 30, 2000)		
<p><b>Source/Methodology</b> Credit applications including feasibility studies received from prospective investors favorably reviewed by USAID/GOB, as reported in the CONCADE PMP database.</p> <p><sup>a</sup> Ingavi B Banana Producers Association and Andean Group</p> <p><sup>b</sup> Chapare Exporta, Banabol, Fabopal, Indatrop and Eterazama Pineapple Producers Association</p> <p>*Not specified in contract</p>				

**Statement of progress.** The preparation of credit applications is moving on schedule with the goal of completing ten applications in the year 2000.

Result Indicator for Private Sector Investment and Agriculturally-Based Industries Stimulated				
R4.2: Investment credit fund established and operational				
	CY1999	CY2000	CY2001	CY2002
Targets in CONCADE contract	0 firms	3 firms	5 firms	5 firms
Actual results	2 firms	7 firms  (Cumulative for year as of Sept. 30, 2000)		
<b>Source/Methodology</b> Number of firms established in the Chapare receiving loans or incentives from Investment Fund, as reported in CONCADE PMP database. The two firms receiving financial assistance from the Investment Promotion Fund in 1999 were Andean Group and Ingavi B. The seven firms which have received financial assistance from the Fund since project inception are:				
<div>Eterazama Pineapple Association (APAMI) Andean Group Banabol Chapare Exporta</div> <div>Fabopal Indatrop Ingavi B Banana Association (ABIB)</div>				

**Statement of progress.** Cumulative progress to date is ahead of contract targets.

## **E. RESULTS-ORIENTED MANAGEMENT AND GEOGRAPHIC INFORMATION FOR PDAR IN PLACE (SO5)**

To accelerate the development of the PMIS System, Oracle made available the services of one of its Senior Development Team Leaders. The consultant observed that Designer 2000 as not the appropriate tool in this case for system development; he recommended developing the system using a combination of Oracle tools, such as the PL/SQL toolkit, WebDB, and JavaScript.

Unfortunately the Senior Development Team Leader resigned within a few weeks after arriving in Bolivia and was replaced by a new Team leader who arrived in mid-July. He was introduced to USAID during a PMIS task force meeting in La Paz, where he presented a status report describing some of the difficulties faced by the team during the development phase. Under the Team Leader's guidance, new schedules were elaborated and a great deal of the development took place including the integration between each of the modules.

Oracle completed programming the eight modules by the end of September, although the majority of the data has yet to be integrated into the system. DAI and the GOB tested these modules and a number of issues were identified and forwarded to Oracle for solutions. Oracle proposed to initiate a new implementation phase to deliver a complete system before December 22, 2000. Oracle is now working to complete this phase of the system and DAI has requested the active participation of GOB's IT staff during this new phase.

During the quarter there were as many as eight Oracle programmers working at one time to develop the PMIS in order to meet the completion deadline of September 30.

### Communications

As a preliminary step in establishing a Long Distance Training Center in the Chapare, the DAI Information Unit recommended that the company TELEDATA be hired to provide reliable communications between Cochabamba and the Chapare. This recommendation remains under consideration.

### Training

A total of 1,520 hours of training was provided to IT personnel in Oracle tools.

### Other Activities

The Transport Study is managed and supervised constantly by CONCADE staff to assure data integrity and quality. The volumes of licit agricultural products from the Chapare that reach the markets are increasing, while the volume of licit coca from the Chapare is decreasing significantly. Reports to this effect were made available to CONCADE partners and to USAID.

Result Indicator for Results-Oriented Management and Geographic Information System for PDAR				
<b>R5.1: Performance Monitoring Plan (PMP) completed and operational</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract:</b>  <b>Developed and approved</b> <b>Established</b> <b>Fully operational</b>	By 9/99	By 3/2000 By 7/2000		
<b>Actual results</b>  <b>Developed and approved</b>  <b>Established</b>  <b>Fully operational</b>	PMP document submitted Oct 6, 1999; Implementation Plan submitted Feb 17, 2000	In progress (Past due)  In progress (Past due)		
<b>Source/Methodology.</b> PMP system operational to monitor progress towards CONCADE results, as evaluated by Performance Monitoring Team of CN/SOT. Currently measured by DAI Information Management Team.				

**Statement of Progress.** System development without data integration was completed by September 30. The system was presented to USAID on October 2, 2000.

Result Indicator for Results-Oriented Management and Geographic Information System for PDAR				
<b>R5.2: Integration and dissemination of a PMP completed for performance monitoring and results tracking</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract:</b>				
<b>Marketing/infrastructure systems</b> <b>PDAR/DIRECO systems</b> <b>IBTA/NGO/private firms systems</b> <b>Full PMP system</b>	By 12/99	By 3/2000 By 7/2000 By 9/2000		
<b>Actual results</b>				
<b>Marketing/infrastructure systems</b> <b>PDAR/DIRECO systems</b> <b>IBTA/NGO/private firms systems</b> <b>Full PMP system</b>		Developed In Process Developed Developed		
<b>Source/Methodology</b> Performance data fully integrated and operational between implementing entities using improved databases, as evaluated by Performance Monitoring Team of CN/SOT. Currently measured by DAI Information Management Team.				

**Statement of Progress.** The testing of the system is currently underway by PDAR, IBTA and Caminos Vecinales.



Result Indicator for Results-Oriented Management and Geographic Information System for PDAR
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**R5.3: Integration of a PMP completed for financial and administrative decision-making**

	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract:</b>  <b>Consolidated quarterly reports</b> <b>IBTA-NGO/private firms</b> <b>PDAR-IBTA-SNC/CCVV</b> <b>Operating plans consolidated</b>		By 3/2000 By 7/2000 By 7/2000 By 9/2000		
Actual results  <b>Consolidated quarterly reports</b> <b>IBTA-NGO/private firms</b> <b>PDAR-IBTA-SNC/CCVV</b> <b>Operating plans consolidated</b>		In Progress Developed Developed In Progress		
<b>Source/Methodology</b> Should be measured by Performance Monitoring Team of CN/SOT. Currently measured by DAI Information Management Team.				

**Statement of Progress.** The VIMDESALT approved the financial software specifications in July and the package was subsequently put out to bid. A firm was selected to provide the software and we are currently waiting for a source/origin waiver from USAID.

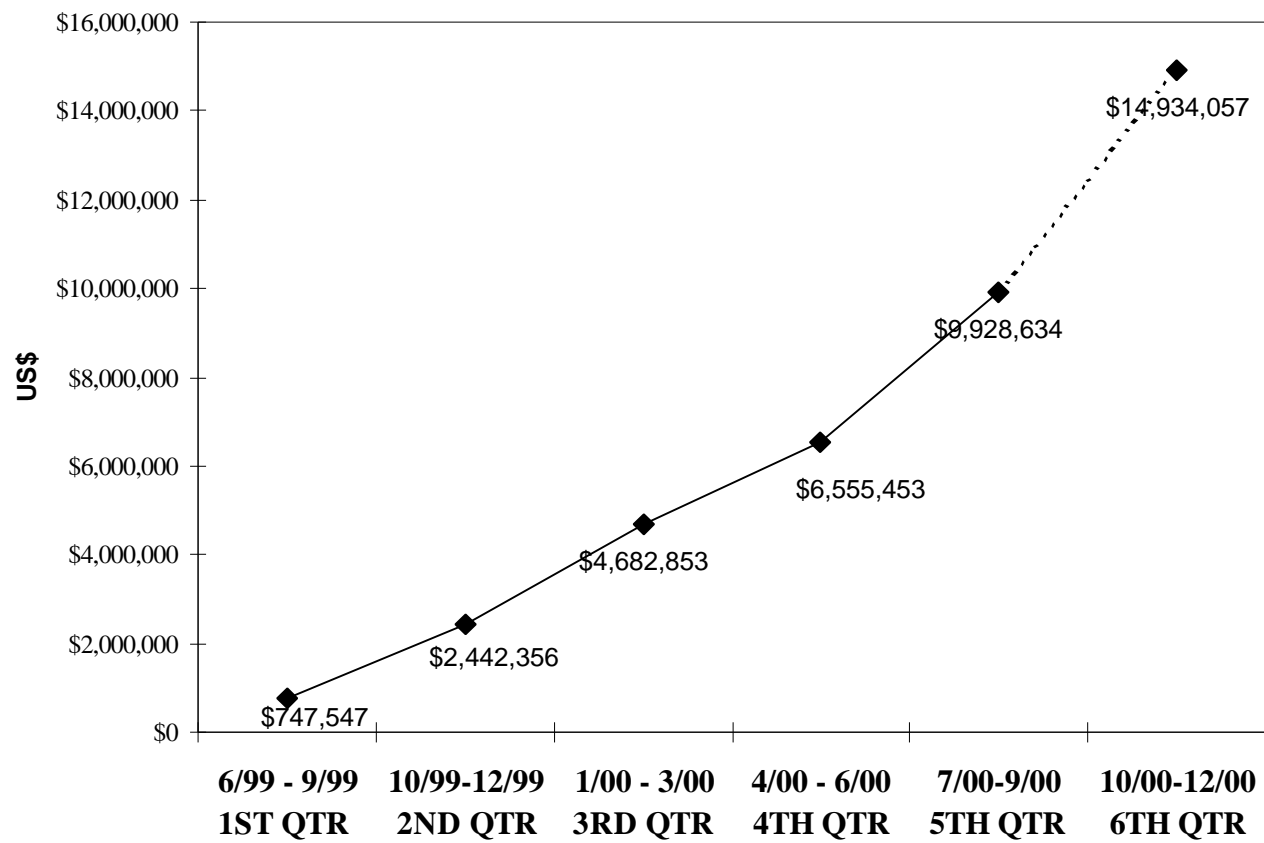
Result Indicator for Results-Oriented Management and Geographic Information System for PDAR				
<b>R5.4: PDAR managing the integrated PMP</b>				
	CY1999	CY2000	CY2001	CY2002
<b>Targets in CONCADE contract:</b>  PDAR has staff to start training PDAR staff fully trained in PMP PDAR staff managing consolidated PMP	By 9/1999	By 9/2000	By 3/2001	
<b>Actual results</b> PDAR has staff to start training PDAR staff fully trained in PMP  PDAR staff managing consolidated PMP		PDAR, CCVV, and IBTA staff trained	To be defined	
<b>Source/Methodology</b> PDAR fully capable of managing PMP developed by contractor, as evaluated by Performance Monitoring Team of CN/SOT. Currently measured by DAI Information Management Team.				

**Statement of Progress.** DAI sent home staff to conduct a training-the-trainers course in September. Training commenced with identified lead users within each partner agency of the GOB.

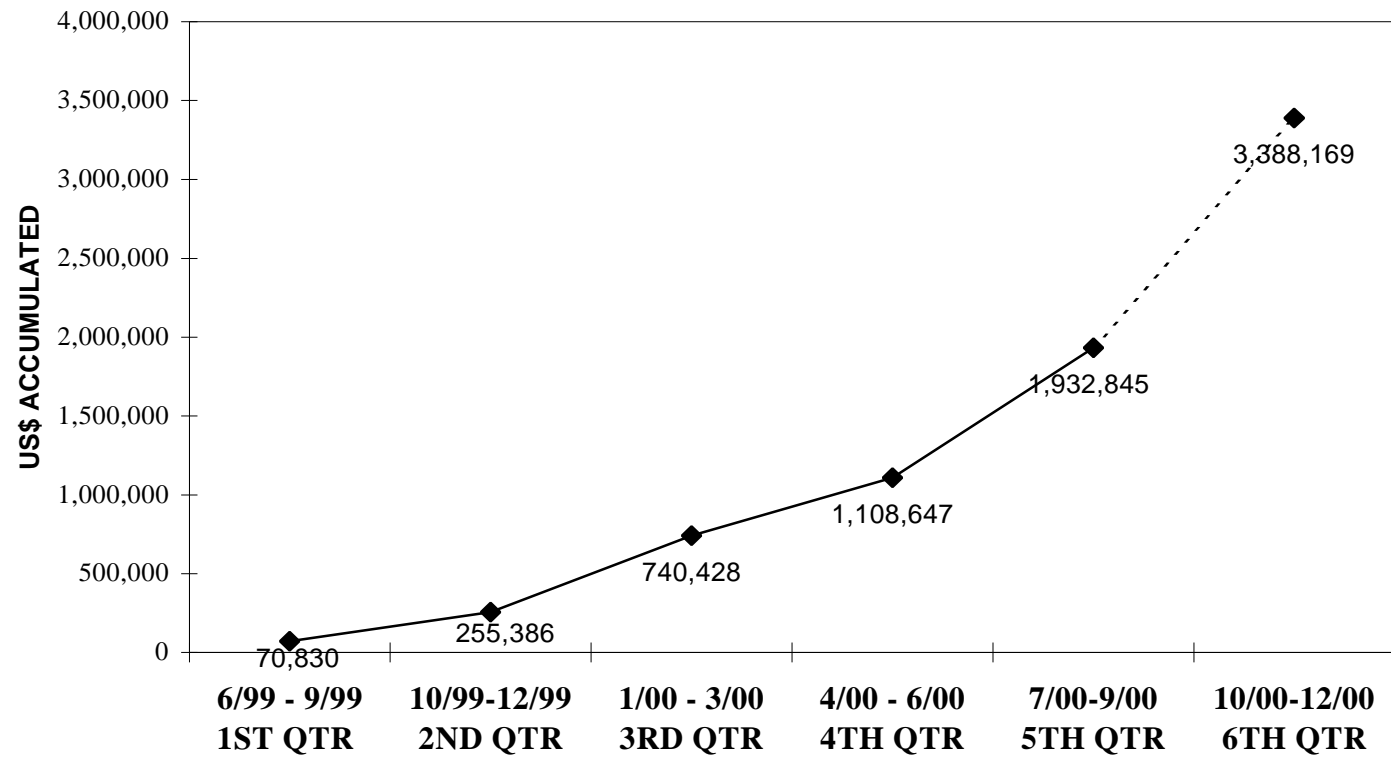
### **CHAPTER III: USE OF FUNDS DURING THE QUARTER**

The charts in this chapter illustrate actual CONCADE spending for the first five quarters of the project (June 1999-September 2000), as well as projected spending for the next quarter (October - December 2000), providing a description of CONCADE spending for the fifteen months of operations. Charts corresponding to the entire CONCADE budget, as well as to each CLIN are provided.

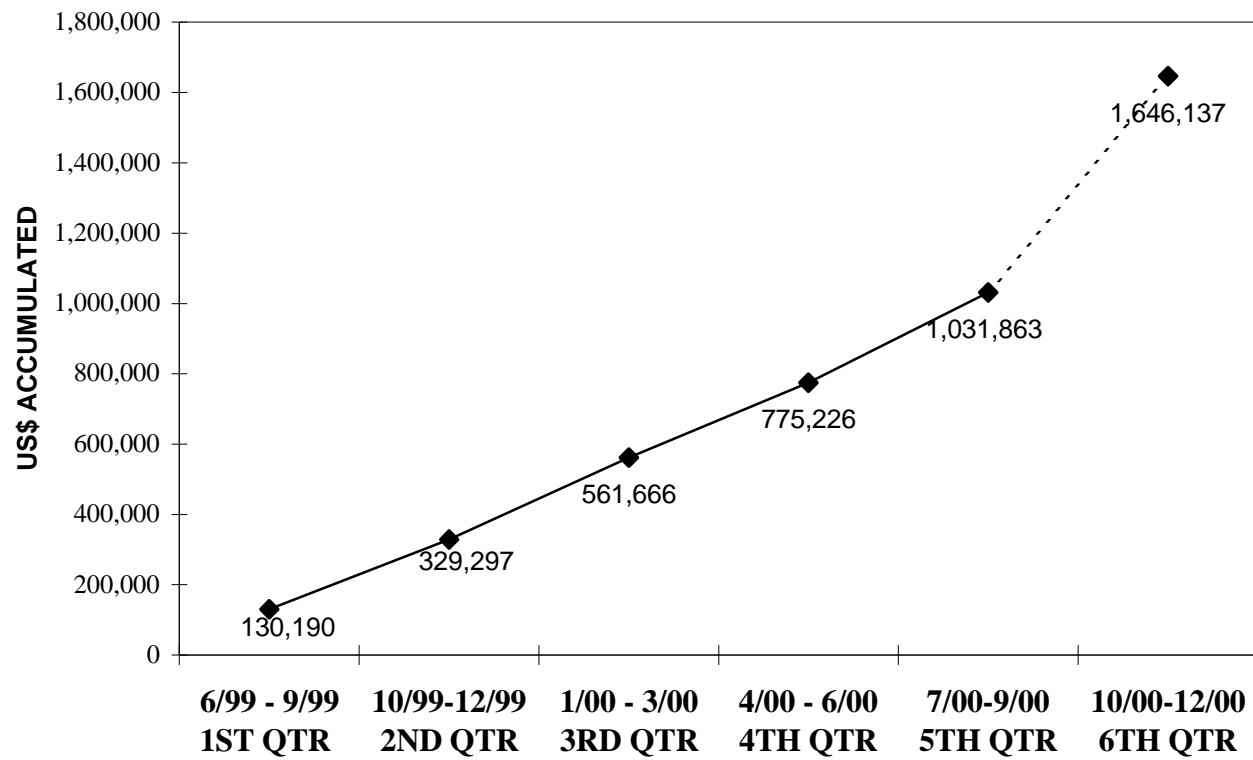
## CONCADE EXPENDITURES 5 CLINs - ACCUMULATED



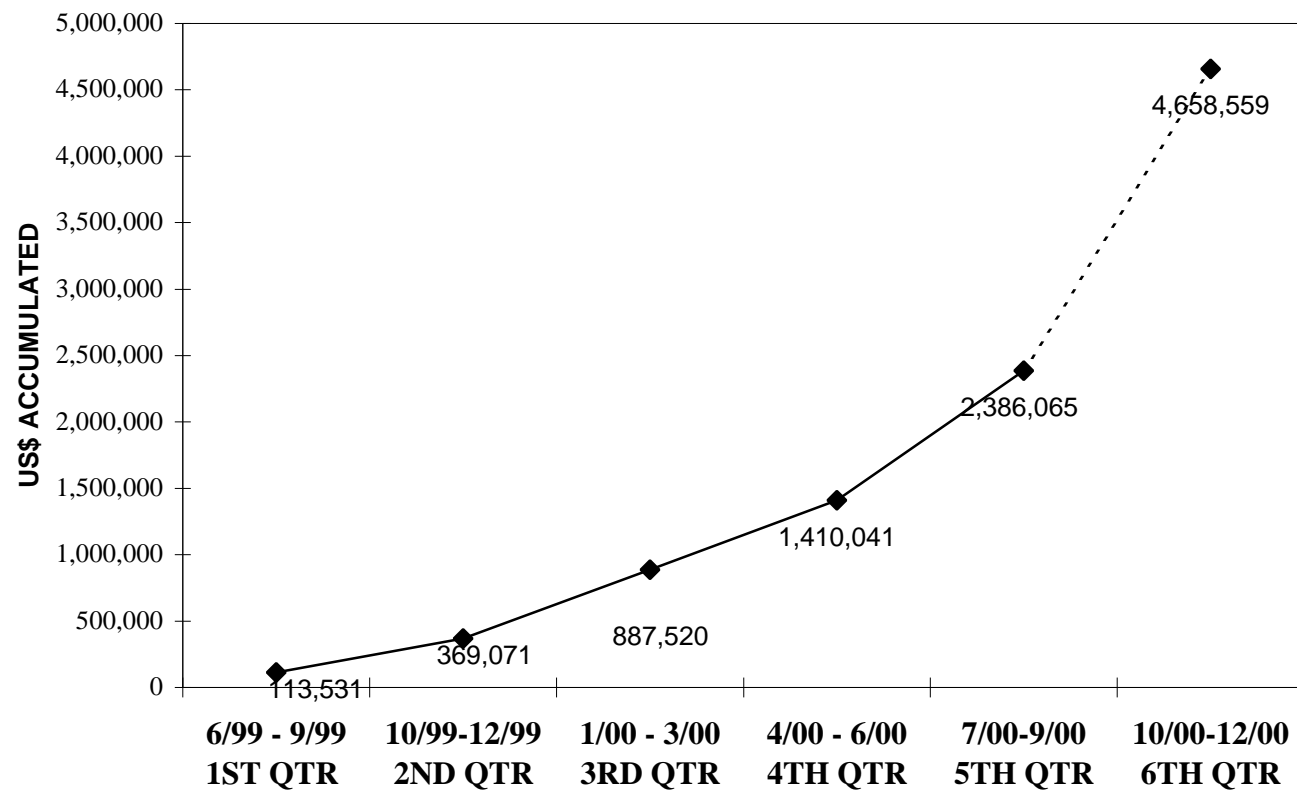
## CONCADE EXPENDITURES CLIN 1 - ACCUMULATED



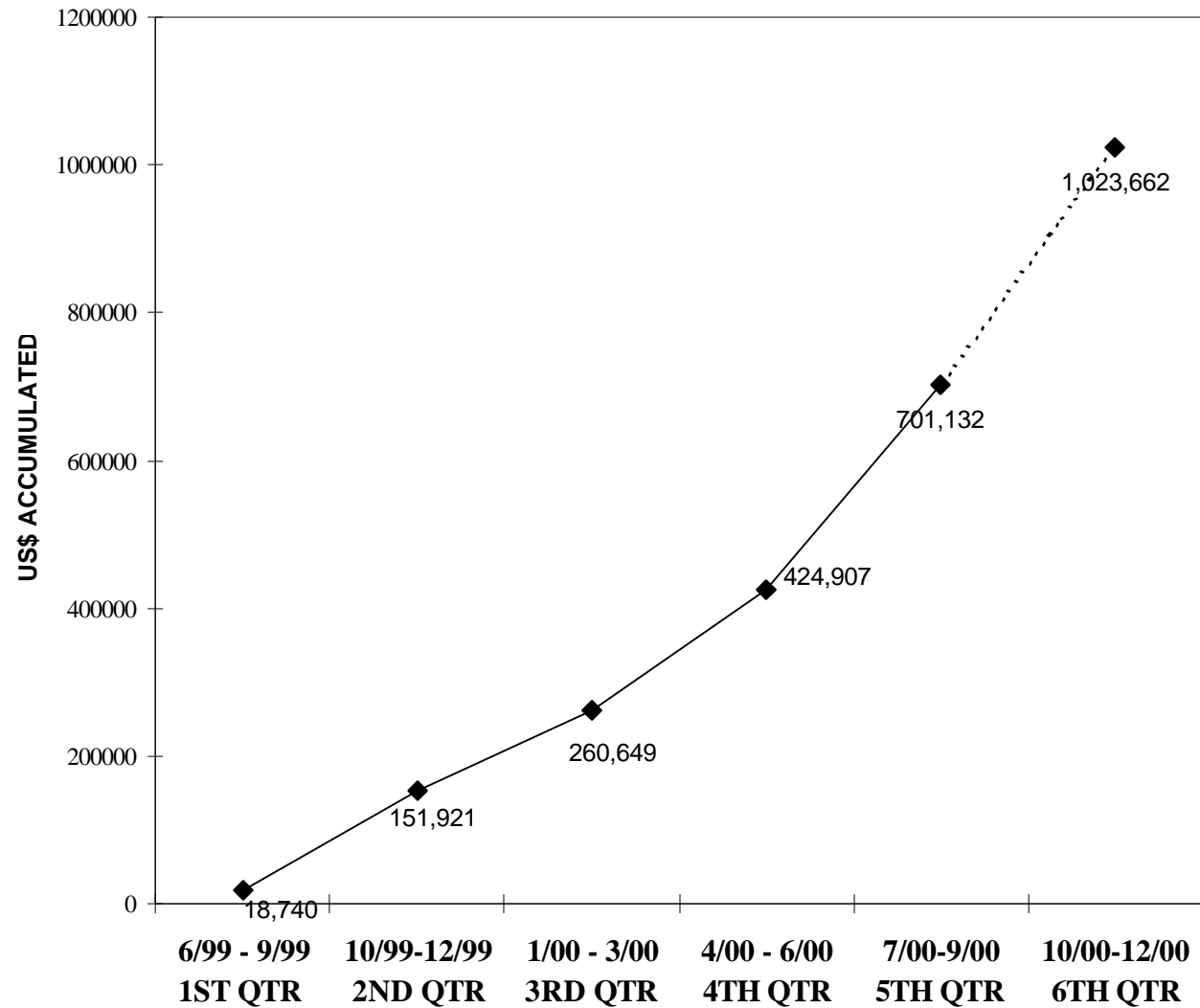
### CONCADE EXPENDITURES CLIN 2 - ACCUMULATED



**CONCADE  
EXPENDITURES  
CLIN 3 - ACCUMULATED**

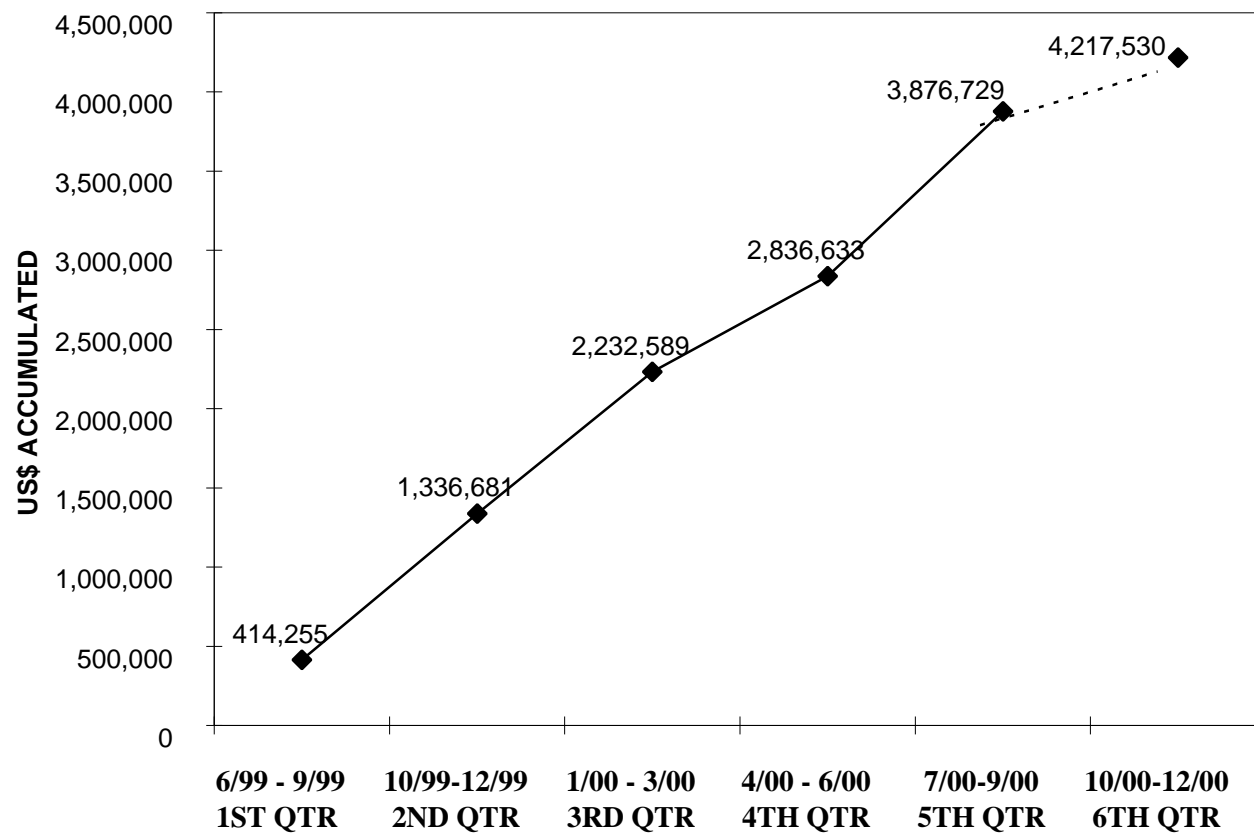


**CONCADE  
EXPENDITURES  
CLIN 4 - ACCUMULATED**





## CONCADE EXPENDITURES CLIN 5 - ACCUMULATED



EXPENSES (QUARTER)								
			First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Fifth Quarter	Sixth Quarter
	CLIN		Jun - Sept. 99	Oct - Dec 99	Jan - Mar 00	Apr - Jun 00	Jul - Sep 00	Oct - Dec 00
	CLIN 1		70,830	184,556	485,042	368,219	824,198	1,455,326
	CLIN 2		130,190	199,106	232,369	213,560	256,637	614,274
	CLIN 3		113,532	255,540	518,449	522,521	976,023	2,272,494
	CLIN 4		18,740	133,182	108,728	164,258	276,226	322,529
	CLIN 5		414,256	922,425	895,909	604,044	1,040,097	340,801
	<b>TOTAL</b>		<b>747,548</b>	<b>1,694,809</b>	<b>2,240,497</b>	<b>1,872,600</b>	<b>3,373,181</b>	<b>5,005,424</b>
EXPENSES (ACCUMULATED)								
	CLIN 1		70,830	255,386	740,428	1,108,647	1,932,845	3,388,169
	CLIN 2		130,190	329,297	561,666	775,226	1,031,863	1,646,137
	CLIN 3		113,532	369,071	887,521	1,410,041	2,386,065	4,658,559
	CLIN 4		18,740	151,922	260,649	424,907	701,133	1,023,662
	CLIN 5		414,256	1,336,681	2,232,590	2,836,633	3,876,729	4,217,530
	<b>TOTAL</b>		<b>747,548</b>	<b>2,442,357</b>	<b>4,682,854</b>	<b>6,555,453</b>	<b>9,928,604</b>	<b>14,934,058</b>

## CHAPTER IV: CONTRACT DELIVERABLES

As defined in the USAID/DAI contract, deliverables refer to four outputs in four areas: a) work plans, b) quarterly reports, c) scopes of work and d) PMS. The cumulative contracted Deliverables provided as of June 30, 2000, include the following:

<b>Work Plans and Documents</b>	
<b>Document</b>	<b>Submission date to USAID</b>
DAI Year 2000 Work Plan	March 2000

<b>Quarterly Reports</b>	
<b>Document</b>	<b>Submission Date to USAID</b>
Quarterly Report (July-September 1999)	October 1999
Quarterly Report (October-December 1999)	February 2000
Quarterly Report (January-March 2000)	May 2000
Quarterly Report (April-June 2000)	August 2000

<b>Scopes of Work</b>	
<b>Long-Term Experts</b>	<b>Date Submitted to USAID</b>
LTTA for core team	December 1999
LTTA for 2.5 NCSU positions	Action Memo #7 (No objection)
LTTA for 2 DAI positions	Action Memo #8 (No objection)
LTTA for 2 DAI positions	Action Memo #14 (No objection)

<b>PMS</b>	
<b>Deliverable</b>	<b>Date Submitted to USAID</b>
PMP Plan	October 1999
Oracle Implementation Plan	February 17, 2000 (with periodic updates)
8 functional PMP Modules w/o data	September 2000

## CHAPTER V: LEVEL OF EFFORT IN PERSON-MONTHS

PROPOSAL Job Title	CURRENT Job Title	CLIN 1	CLIN 2	CLIN 3	CLIN 4	CLIN 5	TOTAL
		Sustainable Farm-Level Production Capacity for Licit Crops Established	Sustainable Market Linkages Established	Alternative Development Organizations Strengthened	Private Sector Investment and Agriculturally-Based Industries Stimulated	Result-Oriented Management & Geographic Information System	
<b>1. DAI Long-Term Technical Assistance</b>							
Chief of Party		1.13	0.38	0.38	0.38	0.75	3.00
Senior Marketing and Investment Promotion Advisor	DCOP/Senior Marketing and Investment Promotion Advisor		1.55		0.76		2.31
Investment Promotion Specialist					0.69		0.69
Marketing Advisor		0.75	0.75	1.50			3.00
Marketing Advisor			1.52	0.74	0.74		3.00
Food Processing Marketing Advisor			2.25		0.75		3.00
	Market Information Specialist	0.29	2.42	0.16	0.13		3.00
	Assistant for Reports and Investments		1.66		1.34		3.00
	Coordinator of Planning and Budgeting	0.85		0.62		1.52	3.00
	Women's Economic Activity Coordinator		0.48	2.52			3.00
Alternative Development Organization Specialist		0.51	0.28	2.22			3.00
	Agricultural Extension Coordinator			3.00			3.00
Senior Policy Advisor	CONCADE Policy Advisor	1.06					1.06
Agricultural Policy Statistician	Policy Implementation Coordinator	3.00					3.00
Infrastructure Unit Manager	Infrastructure Advisor	3.00					3.00
Infrastructure Finance Specialist		2.95					2.95
Information Unit Manager						3.00	3.00
Management Information Specialist						3.00	3.00
	Management Information Specialist					3.00	3.00
	Hardware and Communications Specialist					0.40	0.40
Finance Unit Manager		1.50				1.50	3.00
Financial Analyst - Cbb		0.92		1.02		1.06	3.00
Financial Analyst - Chapare				3.00			3.00
Administrator		1.50				1.50	3.00
		<b>17.46</b>	<b>11.29</b>	<b>15.14</b>	<b>4.79</b>	<b>15.74</b>	<b>64.42</b>
<b>2. DAI Short-Term Technical Assistance</b>							
	Contracts and Procurement Specialist	1.90					1.90
	Road Maintenance Association Organizer	0.65					0.65
	Local Road Maintenance System Designer	0.28					
	Field Trainer	0.42					0.42
	Banana Plan Specialist and Financial Auditor	0.46	1.15		1.02		2.63

	Assistant in Cattle		3.14				3.14
	Field Trainer	0.18					0.18
	Road Maintenance Association Organizer	1.02					1.02
	Marketing Specialist - Banana Market Study	2.03	0.28				2.31
	Banana Specialist - Banana Market Study	1.06	1.96				3.02
	Nutritionist - Banana Market Study	1.62					0.65
	Financial Auditor		0.37		0.88		1.25
	Grants Program Consultant			2.72			2.72
	Farmer Organization Specialist			1.27			1.27
	Grants Specialist			0.46			0.46
	Organic Control of Sigatoka in Banana	2.77					2.77
	Organic Control of Sigatoka in Banana	2.77					2.77
	Facilitator	0.09					0.09
	Road Maintenance Association Organizer	3.23					3.23
	Hydrogeologic Engineer	3.09					3.09
	Market Plan Expert for Bananas and Pineapples		1.02				1.02
	Assistant to Grants Coordinator			2.03			2.03
	Senior Coordinator for CONCADE Financial Support				1.80		1.80
	Agricultural Technology Transfer Specialist			0.83			0.83
	Agricultural Statistics Specialist					1.78	1.78
	Credit Needs Assessment Banking Specialist				0.67		0.67
		21.56	7.92	8.15	7.27	1.96	46.56

	LOE Budget/ PMs	Inception to March 31, 2000	April – June 2000	Cumulative	Balance
CLIN 2	186	53.32	13.86	67.18	118.82
CLIN 3	143	31.20	16.61	47.81	95.19
CLIN 4	117	22.55	10.69	33.24	83.76
CLIN 5	247	44.29	14.79	59.08	187.92

Per the CONCADE contract reporting requirements, the above table does not include any LOE provided by subcontractors or home office support.

## APPENDIX A: GLOSSARY OF ACRONYMS

(Spanish equivalent in parentheses)

AIC:	Activity Implementation Committee
AMU:	Activity Management Unit (DAI Chief of Party and PDAR Executive Director)
APHIS:	Animal and Plant Health Inspection Service (U.S. Dept. of Agriculture)
ASC:	Activity Steering Committee
CCVV:	Rural Roads Department ( <i>Caminos Vecinales</i> )
CLIN:	Contract Line Item Number
CN/SOT:	Counter Narcotics Strategic Objectives Team
CONCADE:	Counter Narcotics Consolidation of Alternative Development Efforts in Bolivia ( <i>Consolidación Antinarcóticos de los Esfuerzos del Desarrollo Alternativo</i> )
CORDEP:	Cochabamba Regional Development Program
CRDP:	Chapare Regional Development Project
DAI:	Development Alternatives, Inc.
DIRECO:	Bolivian Coca Eradication Agency ( <i>Dirección de Reconversión de la Coca</i> )
EMISBA:	Association of Municipalities in the Chapare ( <i>Empresa Intermunicipal de Saneamiento Básico</i> )
FCC:	Fertility Capability Classification
FHIA:	Honduran Foundation for Agricultural Research ( <i>Fundación Hondureña para Investigación Agropecuaria</i> )
FONADAL:	Bolivian National Fund for Alternative Development ( <i>Fondo Nacional de Desarrollo Alternativo</i> )
GIS:	Geographic Information System
GOB:	Government of Bolivia ( <i>Gobierno de Bolivia</i> )
HACCP:	Hazard Analysis Critical Control Points
IBTA:	Bolivian Institute for Agricultural Research ( <i>Instituto Boliviano de Investigación Agropecuaria</i> )
IPM:	Integrated Pest Management ( <i>Manejo Integral de Plagas</i> )
LTTA:	Long Term Technical Assistance
MERCOSUR:	Southern Cone Common Market -Chile, Brazil, Paraguay, Uruguay & Argentina ( <i>Mercado Común del Sur</i> )
MU:	Management Unit
NCSU:	North Carolina State University
NGO:	Non-Governmental Organization
PDAR:	Regional Alternative Development Program ( <i>Programa de Desarrollo Alternativo Regional</i> )
PLA:	Product Line Assessment
PMP:	Performance Monitoring Plan
PPL:	Bolivia's Popular Participation Law ( <i>Ley de Participación Popular</i> )
RFP:	Request for Proposal
RRA:	Rapid Rural Appraisal
SNC/CCVV:	National Road Service/Rural Roads Department ( <i>Servicio Nacional de Caminos</i> )
SO:	Strategic Objective
SOT:	USAID's Strategic Objectives Team
STTA:	Short Term Technical Assistance
TAMIS:	Technical and Administrative Management Information System
USAID:	U.S. Agency for International Development
VIMDESALT	Vice Ministry for Alternative Development ( <i>Viceministerio para el Desarrollo Alternativo</i> )
VMDA:	Vice Ministry for Alternative Development
WIDTECH:	USAID's Women in Development Technical Assistance Project

## APPENDIX B: GLOSSARY OF TERMS AND PHRASES

(Spanish equivalent in parentheses)

Agricultural continuum:	The conceptual model for agriculturally-based economic growth which links Market Research, Applied Research, Agricultural Extension/Technology Transfer, Farm-Level Production, Postharvest Handling, Market Transport/Distribution, and Market Sales in a closed, sequential loop.
CORDEP priority crops:	Crops receiving targeted development assistance in the previous project. These crops were bananas, pineapples, palm hearts, passion fruit and black pepper.
Input:	The provision of goods, services and/or monies. First level inputs include: technical assistance, goods and training. Second level inputs include: contracts/agreements and consultants. Third level inputs consist of financing. ( <i>Insumo</i> )
Intermediate result:	A key result that needs to be completed to attain the strategic objective. ( <i>Resultado intermedio</i> )
Performance indicator:	A characteristic or unique dimension used to measure projected changes, as defined in the results framework.
Output:	The result of a specific action. For example: people trained, vaccinations administered. ( <i>Producto</i> )
Result:	A change in the client's situation or a change in the situation of the host country having a relationship with the client. ( <i>Resultado</i> )
Specific objective:	The contract includes twenty-three specific objectives for measuring performance and results related to attaining the strategic objective ( <i>Objetivo específico</i> )
Strategic objective:	The most ambitious result that USAID, the GOB and other cooperating agencies, together with their members, can achieve and for which they are willing to assume responsibility. ( <i>Objetivo estratégico</i> )